



Castle Brewing Namibia Gains a Competitive Edge With JustEnough Mobile SFA

Industry

Beverage Distributor

Challenges

With such a widely dispersed and varied client base, as well as mounting pressure to contend with its largest competitor in the adult beverage space, Castle Brewing Namibia needed a better way to manage and measure the performance of its mobile workforce. The company also sought a solution that could help it extract and leverage accurate, field-based data to drive up customer service levels.

Solution

- JustEnough Mobile Sales Force Automation

Results

- Improved service levels, resulting in better customer relationships
- Greater focus on the company's key sales drivers
- Enhanced sales calls between sales representatives and customers
- Increased ability to track and improve mobile sales force capabilities and performance
- Reduced paperwork and more automation
- Synchronization of the company's trade agreements with sales force plans

For more than 20 years, Castle Brewing Namibia has been importing SABMiller premium beer products from South Africa into Namibia. SABMiller is one of the world's most recognized names in the brewing business, operating across six continents and offering premium international beer brands such as Castle, Grolsch, Miller Genuine Draft, Miller Lite, Peroni Nastro Azzuro and Pilsner Urquell. SABMiller is also one of the largest bottlers of Coca-Cola products.

Serving as SABMiller's main artery into Namibia has presented Castle Brewing Namibia, a leading marketing, sales and distribution company, with numerous challenges: first and foremost is a matter of geography. Namibia is one of the most sparsely populated countries in the world, second only to Mongolia. Covering just over 318,000 square miles, its population barely reaches the two million mark. As such, the distances between towns and depots are immense. The presence of a

larger competitor in the adult beverage distribution space combined with a smaller population means that Castle Brewing Namibia's resource pool is extremely limited – a major challenge when it comes to building out the company's all-important mobile workforce.

Seeking More Reliable Data From the Field

Castle Brewing Namibia relies heavily on a mobile sales team comprising 24 associates to manage existing business relationships and build new ones. Currently, the beverage distributor serves more than 2,600 customers, ranging from local bars and restaurants to grocery chains, wholesalers and distributors – all of which are located throughout Namibia. More than half of these are categorized as on-trade clients.

With such a widely dispersed and varied client base, as well as mounting pressure to contend with its largest competitor, Castle Brewing Namibia realized it needed a better way to extract and use sales information from its field-based sales representatives.

"We had a manual system in place that leveraged paper-based feedback from our mobile workforce," said Cobus Bruwer, Castle Brewing Namibia's managing director. "This system basically summarized national account information via a Microsoft Excel-based scoreboard. That data was and still is a critical component of our business, as it is fed into our Short-Term Interval Control System."

Known as STICS for short, this dashboard has proven to be an effective tool for Castle Brewing Namibia for many years. It is critical to measuring key metrics that drive company performance. However, Castle Brewing Namibia could see that it was spending too much time confirming the accuracy and timeliness of the data leveraged by STICS.

"We required an automated solution to help us perform more complex tasks, to manipulate data and to transform information from the field into market intelligence. Most importantly, this tool had to accomplish these objectives for us instantaneously," Bruwer explained.

Setting Criteria for an Automated Solution

Castle Brewing Namibia selected JustEnough Mobile Sales Force Automation (Mobile SFA) for its proven ability to help similar businesses execute

their sales and marketing plans in the field and then continuously track, measure, evaluate and refine them as needed.

Before kicking off the implementation, the company set forth the following criteria that JustEnough's Mobile SFA solution had to meet:

- Improve the integration of sales and marketing planning and execution
- Ensure timely feedback on market conditions and competitor action at the shelf level or point-of-purchase
- Leverage market intelligence to support better decision-making in an effort to impact the company's future direction

"We knew JustEnough Mobile SFA was the right solution to help us better manage our sales force, plan and perform customer calls, place mobile sales orders and execute our marketing plans more effectively," Bruwer noted.



Rolling Out JustEnough Mobile SFA

In early 2010, Castle Brewing Namibia successfully completed the first phase of the JustEnough Mobile SFA implementation, which focused on accurate mobile data collection. Bruwer said that reaching this milestone can be attributed to having the right people both at Castle Brewing Namibia and JustEnough focused on ensuring data integrity, as well as fine-tuning the now fully automated STICS dashboard.

"We also needed senior management buy-in," he added. "Our top executives put their focus and support behind the project, which drove a successful solution rollout and adoption by mid-management levels and – most importantly – our field-based sales teams."

The project's second phase focused on the automation of STICS and guaranteeing that the data the system produced was reliable and accurate. This portion of the rollout was completed in mid 2010.

Improving Productivity to Enhance Customer Relationships

Once JustEnough Mobile SFA was installed, Castle Brewing Namibia trained its sales force team

to use the tool. Because of its ease-of-use and intuitive interface, productivity improvements were noticeable almost immediately.

"The solution greatly reduced the amount of paperwork our sales representatives have to fill out. Before, they had to submit weekly paper-based reports that included manual sales calculations, which amounted to a time-consuming, labor-intensive process," Bruwer said. "With JustEnough Mobile SFA, we've decreased the amount of time our sales associates spend in the office. This allows them to be out in the field more, bolstering relationships with our existing customers and earning new business for the company."

Culturally, the JustEnough solution was a good fit for Castle Brewing Namibia. The company's "Able Challenger" mantra encourages its associates to continue to gain knowledge and skills, demonstrate competence in their roles and adhere to the distributor's vision, mission and goals.

"We place a lot of emphasis on outputs – reaching specific sales objectives, price management targets, stock control, promotional implementation and so forth," Bruwer said. "It's clear that the JustEnough solution contributes to the 'Able Challenger' culture we have worked hard to cultivate."

Making Better Sales Management Decisions

Castle Brewing Namibia is making more informed business decisions with the support of JustEnough Mobile SFA's Sales Management module. The solution links real-time data from the field with the company's back-office business solutions. As a result, Castle Brewing Namibia can focus on territories that present the most profitable opportunities and better manage its sales team's performance with real-time access to call data. It even helps the beverage distributor focus on building individual sales associate capabilities by highlighting results achieved in the field, as well as any performance issues that need to be resolved.

"The system shows us if there are any gaps in our key performance indicators," Bruwer said. "We can now plan and react quickly to issues – even before STICS publishes the national measurements."

Enhancing the Sales Call Process, Gaining Visibility into Tasks and Projects

With JustEnough Mobile SFA's Call Planning module, Castle Brewing Namibia is fine-tuning its sales calls. The solution takes the company's sales representatives through a structured, perfect-



call process that accounts for in-call activities and post-call administration.

According to Bruwer, the JustEnough Mobile SFA Call Planning feature has helped remote sales associates keep their customers' pricing, availability, space, merchandising and promotional needs top of mind, which is a key performance measure for the business. The solution gives immediate feedback on performed, rescheduled and missed calls, resulting in better sales performance.

Castle Brewing Namibia also has increased visibility into its sales team's tasks and projects.

"With JustEnough Mobile SFA, we have differentiated what our real-time call hit rate is from activities like beer deliveries, fridge movements, etc. This has helped us get a true understanding of our productivity in the market," Bruwer explained.

Bridging the Gap Between Planning and Execution

JustEnough Mobile SFA's Trade Management module is helping Castle Brewing Namibia close the gap between planning and execution. Better trade management intelligence using surveys and audits helps the company measure in-store execution and processes, while comparing actual status to plan.

The solution's Trade Management feature also ensures that Castle Brewing Namibia synchronizes its trade promotions agreements with sales force automation plans. That way, its sales force can better execute tasks, track progress and compliance, as well as analyze performance-related data.

Leveraging JustEnough Mobile SFA in Other Areas of the Business

Castle Brewing Namibia has additional plans for the JustEnough Mobile SFA solution. Projects on the horizon include using the system to facilitate better self-management skills at lower levels in the sales organization, as well as evolving the system into other areas of the business such as operations.

But for now, the beverage distributor is immensely pleased with the way JustEnough Mobile SFA has transformed its sales force.

"Our selection of JustEnough Mobile SFA was a great decision for the company. It's helped us address all of our major challenges of managing a mobile workforce. Today, we're able to better compete in an emerging market – all while improving service to thousands of customers that are dispersed across a vast geographical region. We couldn't do it without the support of the JustEnough solution and we're excited to see how it can help us improve other areas of our business in the future," Bruwer concluded.



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About JustEnough

Founded in 1994, JustEnough is a global leader in Demand Management solutions. JustEnough services more than 500 of the world's leading brands including Allocation and Replenishment of inventory at **Kenneth Cole**, Merchandise and Assortment Planning at **Levi Strauss**, Sales Forecasting at **Kraft Foods**, Inventory Planning for **IDS Group (Li & Fung)** and **Nissan**, and Mobile Sales Force Automation at **SAB Miller**, **Cadbury** and **Heineken**.

OnCloud, **OnSite** and **OnMobile**, JustEnough's Demand Management solutions help retailers, distributors and brand owners to forecast their customer demand, plan their assortments, allocations and inventory, shape their demand and then execute on those plans. JustEnough is headquartered in the United States with offices worldwide. Learn more at www.justenough.com.